

City of Scottsdale Fire Department

Strategic Plan

Fiscal Year 2009/10 –2013/14



Scottsdale Fire Department
8401 E Indian School Road
Scottsdale, AZ 85251
480.312.8000
www.ScottsdaleFD.com

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A MESSAGE FROM SENIOR STAFF

On July 1, 2010, the Scottsdale Fire Department celebrated its 5th Anniversary as a municipal fire department. Since that historic day, we have responded to more than 114,000 emergency calls and have grown stronger and more efficient as an organization. Looking back, it is remarkable what has been accomplished in such a short period of time, even in the face of adversity and economic uncertainty.



Our employees answered the challenge to find new and innovative ways to deliver the quality services and programs the citizens have come to expect from the City of Scottsdale. We have also grown and improved as a team. Two shining examples include the development of a labor/management process, to improve communication and collaboration, and the implementation of a volunteer program.

With the help of our public safety partners, we responded to an unexpected public health emergency with the H1N1 flu pandemic. We also helped ensure the safety of residents and visitors during numerous signature and large-scale special events such as the 2008 Super Bowl and 2009 NBA All-Star Game.

Now, as we look ahead to the next five years, we remain cautious about the state of the economy but committed to seeking new and innovative ways to improve and enhance our services and programs. This first update to our Strategic Plan reflects our priorities and will serve as a roadmap for future successes by the Scottsdale Fire Department.

Special thanks to our employees and elected officials for their continued support and dedication to public safety. It is a great pleasure and privilege to serve our residents and visitors.

As always, we welcome your feedback as it pertains to the operation of the organization. Please e-mail your comments to fire@ScottsdaleAZ.gov or call 480-312-8000.

ORGANIZATIONAL OVERVIEW

The Scottsdale Fire Department is a full-service, all-risk, professional organization with highly-trained personnel that provide a wide variety of services to meet the health and safety needs of our residents, businesses and visitors. Beyond providing emergency services, the Scottsdale Fire Department works to prevent future fires and accidents. Our responsibilities range from fire code enforcement, arson investigations, and fire prevention activities, to fire and life safety education programs for children, families, and seniors such as CPR classes, fall prevention outreach and car seat checks. Scottsdale Fire employs 260 people, of which, 240 are firefighters.

MISSION STATEMENT

Serving you...the men and women of your Scottsdale Fire Department. Committed to excellence, respecting the trust of our community.

VISION OF THE FUTURE

Dedicated to the on-going pursuit of excellence in all we do.



OUR COMMITMENT

We are committed to each other and the community we serve. We strive to provide a positive and supportive atmosphere that is focused on excellence, respect, and strength of character. Input and collaboration allows everyone the opportunity to be part of the decision-making process. Working together and embracing the skills, experience, and diversity of every employee, ensures successful development and implementation of fire service programs.

The development of this Strategic Plan is a product of a collaborative effort and proof that we can make a difference. We will continue to provide opportunities for each and every employee to be active and engaged in the development and implementation of programs. As a result, employees are empowered to create a successful direction for their future and that of the organization. The Teams process is an example of our effort to create an effective and inclusive model.

Although it is the responsibility of each person to identify opportunities in practicing this model, senior management, through our labor/management process, encourages cooperation and ensures that communication is taking place within the Department. It is essential to involve employees throughout the organization in the initiation of new programs, policy revisions, and changes in practices or other activities.

SCOTTSDALE VALUES

PLAN AND INNOVATE FOR THE FUTURE

We continuously explore new possibilities and develop unique solutions to common challenges. We take appropriate risks and strive to be innovative in planning for our changing environment and preparing for the future. We consider how our work will be sustained by future generations.

LISTEN, COMMUNICATE, TAKE ACTION

At all levels of the organization, we listen to what our customers, our citizens, and our fellow employees have to say. We communicate to ensure we understand what is being said. We take appropriate action to address or resolve issues or concerns.

RESPECT THE INDIVIDUAL

We believe in the integrity of others and in creating an environment of mutual respect. We value one another, regardless of who we are, what we do, where we work, where we live, where we are from, our ethnicity, age, or gender, because we bring unique perspectives to our jobs and personal lives.

COLLABORATE AS A TEAM

We effectively collaborate in formal or informal teams, within and across departments, and with citizens, to accomplish organizational goals and to identify and resolve problems.

LEARN & GROW CONTINUOUSLY

We encourage the learning and applications of new skills and information for improved performance, business results and career growth.

FOCUS ON QUALITY CUSTOMER SERVICE

We provide quality service and strive to exceed the expectations of our customers.

BE ACCOUNTABLE & ACT WITH INTEGRITY

We are accountable for our actions and decisions. We have uncompromising integrity. We are responsible for the stewardship of public funds and organizational resources.

SHOW CARING & COMPASSION FOR OTHERS

We show and share compassion for others (citizens, customers and other employees) in times of need. We believe in helping.

ORGANIZATIONAL VALUES

The City of Scottsdale employee values are the foundation on which we further define departmental values specific to our mission in the community. We desire to serve you, listen to you, meet your expectations, engage in our community, and embody our strength through our character. We are individually and organizationally dedicated to these values.

Serving you...

We desire to serve you. As advocates of your safety, we have a highly-trained, professional and well-equipped workforce dedicated to meeting your needs in a timely fashion. We value proper staffing, a rapid response and quality training, needed to provide our core services, while maintaining stewardship of our resources.

Listening to you...

We want to understand your needs and expectations. This is why we value community involvement and partnerships.

Striving to meet your expectations...

Every day, we strive to provide the highest level of quality service. We value innovative and proactive service that is focused on your needs and delivered in a manner that earns trust.

Engaging in our community...

We will engage in the community by being visible and professional role models. We are committed to making Scottsdale a safer place to live, work, and visit. We value a knowledgeable and professional workforce, and desire to play an active role in the community.

Embodying strength of character...

The character of your Fire Department is a product of our appreciation for the opportunity to serve. Our members are part of a family that values compassionate service, respectful behavior, strong character, dependability, and integrity. We hold ourselves accountable for our actions and these core values in every interaction with you. Expect nothing less from your Fire Department.

STRATEGIC PLAN PURPOSE AND APPROACH

The Scottsdale Fire Department's Strategic Plan identifies the framework under which subsequent actions and planning activities will be developed. This plan establishes the department's strategic goals that define the focus of our efforts. The department is charged with developing an inclusive process to bring these strategic goals to fruition.

TRENDS AND BUSINESS ASSUMPTIONS

The Scottsdale Fire Department's strategic planning process includes an analysis of factors directly affecting the organization's future. Trends fell into two broad categories: city and regional. It is imperative that we keep in mind recent and historic events in our country. Factors such as global health issues, the continued threat of foreign and domestic terrorism, and the economy are impacting the manner in which we conduct our business and plan for the future.

TRENDS IN POPULATION, WORKLOAD & ANTICIPATED PERSONNEL

- ◆ The population of Scottsdale will continue to increase, although at a slower pace than in the past (from 20.5% growth from 1995-2000, to 13.6% growth from 2000-2008, and now to under 10% projected growth for 2008-2013).
- ◆ Unemployment in Scottsdale is on the rise, moving in parallel to metro Phoenix and Arizona state rates, but has consistently remained about 30% lower than the metro Phoenix area rate and about 40% lower than the state rate. History has shown that as unemployment rises, so do the number of people losing healthcare benefits. As a result, the 911 system and emergency rooms typically begin to handle more of the non-emergency healthcare treatments, thus taxing available resources.
- ◆ Calls for service have remained consistent for the past five years.
- ◆ Scottsdale continues to be an attractive tourism destination, hosting more than 8.4 million visitors annually.
- ◆ Land use remains at approximately 59% residential, 30% open space, 8% industrial/commercial, and 3% institutional.
- ◆ The city's revitalization efforts in downtown Scottsdale will continue to impact public safety strategies over the next five years. The revitalization includes more than 25 new, mixed-use commercial, retail, and residential developments in the downtown area, with an expected population growth of approximately 8,000 additional residents.



ASSUMPTIONS

- ◆ The downtown area includes the Downtown Business/Entertainment District, the Indian Bend Wash park system, and the most mature neighborhoods in the community. Many of the city's retail, entertainment, and office activities are also located in this area. Revitalization efforts in the downtown are intended to promote residential and commercial growth over the next few years, which will likely translate to a higher number of incidents in this area.
- ◆ The middle area of the city includes the Scottsdale Airpark, the third largest employment center in metro Phoenix, with 2,800 businesses employing roughly 52,000 people. Total Airpark employment is projected to grow at an annual rate of 2.1% between 2007 and 2020, increasing by approximately 13,000 jobs. Recent increases in the allowable aircraft weight will also result in increased air traffic and activity at the airport because of the added convenience and flexibility afforded to users. This area also includes Scottsdale Ranch, McDowell Mountain Ranch, and part of the McDowell Sonoran Preserve.
- ◆ The north area encompasses several large, master-planned communities, with limited commercial activity. Communities include Grayhawk, DC Ranch, Pinnacle Peak, Desert Highlands, Troon, the Boulders, and Desert Mountain. Many of these communities include golf courses. Also located in this area is the Sonoran Regional Core employment center, adjacent to the Loop 101 freeway, and the northern part of the McDowell Sonoran Preserve.
- ◆ A number of neighboring jurisdictions have large-scale developments underway that will impact the City of Scottsdale. One such project is the Salt River Pima-Maricopa Indian Community's \$100 million dollar investment in a spring training complex for the Arizona Diamondbacks and Colorado Rockies, as well as a high-rise convention center. This will be a key element in an emerging entertainment district on tribal land, just east of Scottsdale. The 140-acre complex will include stadium seating for 11,000 fans. The development plan also includes improvements to Pima Road, widening it to four lanes from McDowell to Via Linda. It is suggested that the additional street capacity and infrastructure improvements, coupled with planned retail upgrades, will encourage new and more concentrated developments in our adjacent communities and neighborhoods. This will likely result in increased call volumes for the surrounding fire stations.
- ◆ City revenue will continue to remain relatively flat or increase slightly over the next few years.
- ◆ The city has a strong commitment to neighborhoods, as reflected in the City Council's goals. The Fire Department desires to positively influence the quality of life in our neighborhoods through advocacy on public safety issues and vigilant interaction with our diverse community.
- ◆ The city is dedicated to preserving the look and feel of the natural desert environment. The McDowell Sonoran Preserve is one example of Scottsdale's dedication to the environment. Protecting this investment requires aggressive fire prevention activities and extensive operational readiness plans for

wildfires. The Fire Department must be an active partner and established resource for mitigating events that threaten our environment.

- ◆ The city hosts several significant signature public events and is known for its natural resources that may be impacted by manmade and natural disasters. Emergency Management, a citywide resource under the authority of the Fire Department, must remain proactive in assessing disaster potential and preparing city government to prevent, respond to, mitigate, and recover from disasters that may threaten our community, events and resources.

REGIONAL TRENDS

- ◆ Local governments will continue to feel the impact of decreased sales tax revenue and reductions in state funding over the next several years. The department will need to be innovative in researching and securing alternative funding sources, such as grants, to maintain the stability and quality of the services we provide.
- ◆ Unfunded mandates and the introduction of new or revised legislation may also impact workload and service delivery. For example, a revised fireworks bill will now permit the use of sparklers and various other types of consumer fireworks starting in December 2010. This legislative action will likely result in increased call volumes and pose a threat to Scottsdale's pristine McDowell Sonoran Preserve, especially during the dry, hot, summer months.

ANALYSIS OF BUSINESS FACTORS

As a fire service organization, professional and timely service is paramount and considered our "core service." The department must identify needed resources and have a comprehensive staffing plan. The ability to quickly respond, and provide quality services, requires the location of fire stations and deployment of our resources to be carefully evaluated. The department also needs to have a work environment that allows employees to continue to have a high level of technical competency and work as a team to ensure quality service delivery.

We must embrace our diverse workforce, create realistic expectations, and cultivate a strong collaborative leadership model to guide us towards our vision. The department will seek opportunities and address challenges in internal communication, personnel training, risk management, resources, staffing requirements, and an aging workforce. It is also vital to foster the commitment and dedication of department members in these efforts.

In order to maintain a positive standing within the community, the department must utilize aggressive and achievable strategies with a strong focus on our core mission. The key to our success is reliant upon operating under the guide of the city's values, identifying alternative funding sources, striving for a diverse workforce and establishing effective communications. To further develop our role as a leader in the fire service we must also continue to capitalize on opportunities to partner with educational institutions, private industries, and other agencies.

The City of Scottsdale has seen consistent population growth since 1984, which was projected to increase approximately 26 percent between 2005 and 2020. However, the current economic conditions are having an impact on growth and projected build out. The Fire Department must plan for the needed resources associated with potential changes in growth and demographics, but be prepared to adapt and weather potential shifts based on the current conditions in Scottsdale and across the nation. This will require high performance, careful monitoring of conditions and continued focus on our core mission and activities.

According to current demographics, the average Scottsdale resident is 40 years of age. The top two age groups, ages 36-54 years and 55-74 years, comprise 51.6 percent of our population. By understanding these factors and other community trends, we are able to better respond to the needs of our community and be proactive in how we protect and educate them.

In addition to the identified strategic goals in this document, a separate strategic plan was developed for the Emergency Management Division, which coordinates citywide emergency management programs. The strategic goals of the Emergency Management Division include working with local governments, public agencies, private organizations, businesses, communities and individuals to prepare for, respond to, and recover from significant emergencies and disasters.

Beginning with our mission, vision, and values, an analysis of the trends, assumptions, and business factors, five strategic goals were developed. These goals, which identify the major areas of focus for the Scottsdale Fire Department, include Community Involvement & Risk Reduction, Human Resource Management, Physical Resource Management, Administrative Support and Collaboration.



STRATEGIC GOALS & OBJECTIVES

1.0 Community Involvement & Risk Reduction

- 1.1 Public Education – Sponsor: Jim Ford
- 1.2 Proactive Community Protection – Sponsor: Jim Ford
- 1.3 Community Interaction – Sponsor: Bob DeLeon
- 1.4 Customer Service – Sponsor: Bob DeLeon

2.0 Human Resource Management

- 2.1 Human Resource Preparedness – Sponsor: Brian Sturdivant
- 2.2 Human Resource Deployment – Sponsor: Garret Olson

3.0 Physical Resource Management

- 3.1 Apparatus – Sponsor: Rich Upham
- 3.2 Equipment – Sponsor: Rich Upham
- 3.3 Buildings and Facilities – Sponsor: Rich Upham

4.0 Administrative Support

- 4.1 Fiscal Resources – Sponsor: Teresa Martin
- 4.2 Quality Work Environment – Sponsor: Steve Randall
- 4.3 Internal Communications – Sponsor: Bob DeLeon
- 4.4 International Accreditation – Sponsor: Bob DeLeon

5.0 Collaboration

- 5.1 Organizational Collaboration – Sponsor: Steve Randall

KEY:

Year 1 = Fiscal Year 2010/11

Year 2 = Fiscal Year 2011/12

Year 3 = Fiscal Year 2012/13

Year 4 = Fiscal Year 2013/14

NF = Not Funded

OP = Operating

CIP = Capital Improvement Project

PST = Public Safety Tax

GR = Grant

ER = Existing Resources

STRATEGIC GOAL 1: COMMUNITY INVOLVEMENT & RISK REDUCTION

Community involvement and risk reduction efforts focus on protecting the lives and property of our residents, visitors, and businesses through education, prevention activities and the sharing of information. These activities require the development of community partnerships, comprehensive fire protection plans, safety education programs, an all-hazards approach to emergency planning, and having in place a detailed and exercised communications plan.

Community risk reduction needs to be responsive and proactive. The Fire Department will solicit feedback and measure community satisfaction with the programs and services offered. This information will be used to design or update programs to best support our community-focused mission. This also includes updates to the city fire code and ordinances to meet the stated community needs.

The evaluation of current fire and life safety programs and service levels will be used to develop effective and efficient inspection and investigation activities. This includes ensuring new construction and redevelopment projects within the city are well-planned and designed to meet adopted codes and ordinances through the plan review and building inspection processes. A risk evaluation of the existing city infrastructure and buildings will assist with personnel deployment and fire service coverage. This should also help reduce the frequency and severity of emergency incidents in the community.

Public education is key to reducing the potential for injuries and death in the community. An all-hazards approach for children and adults is needed to reduce community risk. Strong community partnerships with groups such as the local schools, non-profit organizations and hospitals are essential to be effective. Through enhanced interaction with the public and other city departments, the Fire Department will provide a broader awareness of the local fire and life safety issues.

The City of Scottsdale can also increase community awareness of emergency management issues, which will increase the confidence and trust from those we serve. It is critical to involve citizens, businesses, faith-based groups, and community leaders at the local level to teach them the skills needed to make the right decision before, during, and after a major incident or disaster.

STRATEGIC OBJECTIVE 1.1: PUBLIC EDUCATION

Comprehensive public education initiatives are critical to reducing risks within our community. Educational programs in schools and strategic campaigns targeting key audiences will help promote a culture of safety.

Strategies

1.1.1: Assess the Fire Department's public education safety initiatives. (Year 1/ER)

1.1.2: Evaluate the all-risk educational program for public schools within Scottsdale's city limits. (Year 1/ER)

STRATEGIC OBJECTIVE 1.2: PROACTIVE COMMUNITY PROTECTION

The Fire & Life Safety Division will have in place efficient and comprehensive models and programs designed to proactively protect the lives and property of Scottsdale residents, visitors, workers and business owners.

Strategies

- 1.2.1: Develop cooperative initiatives for fire code enforcement and risk reduction methodologies. (Year 1/ER)
- 1.2.2: Collaborate with fire operations, city code enforcement, community development and the Preserve Commission to reduce risk in the community. (Year 1/ER)
- 1.2.3: Establish an effective program to document community fire loss experiences by working closely with fire operations to improve the ability to address fire cause and origin activities. (Year 1/ER)
- 1.2.4: Implement a fire inspection program that ensures all commercial business occupancies receive regular fire safety inspections. (Year 1/ER)
- 1.2.5: Develop a wild land interface strategy to protect our preserve, open spaces and wild land urban interface areas. (Year 1/OP)
- 1.2.6: Evaluate and develop updated fire code and/or ordinance amendments for approval. (Year 1/ER)

STRATEGIC OBJECTIVE 1.3: CUSTOMER INTERACTION

The department's interaction with the community will be comprehensive and follow established policies to execute our mission. Programs and outreach will be innovative yet responsive to the community's needs and desires. This also includes communicating effectively with the public and program stakeholders.

Strategies

- 1.3.1: Redesign and provide improved customer access to the Fire Department website with useful information. (Year 1/ER)

STRATEGIC OBJECTIVE 1.4: CUSTOMER SERVICE

Great customer service and positive public interaction is a critical component to the success of the organization. Providing exemplary service to our customers is also part of our core mission. This fundamental component will positively impact how we are viewed, enhance our recruitment, improve training and allow us to meet service level objectives.

Strategies

1.4.1: Implement a customer survey program to measure the effectiveness of department programs and service delivery. (Year 1/ER)

1.4.2: Improve on methods to deliver external customer services provided by the Fire Department. (Year 2/ER)

1.4.3: Implement a plan to assess the community's needs and expectations of fire service, emergency medical and related programs and services. (Year 2/ER)

STRATEGIC OBJECTIVE 1.5: EMERGENCY MANAGEMENT

More than 8.4 million people visit Scottsdale annually to vacation or to attend signature events such as the Waste Management Golf Tournament, the Barrett-Jackson classic automobile auction, the Parada del Sol and Cactus League Spring Training. With all of the tourism, major events, national and international exposure, the city must be prepared to minimize the effects of natural, technological and/or terrorist incidents. The Emergency Management division is responsible for leading the City of Scottsdale's efforts to prepare for, prevent, respond to and recover from significant emergencies and disasters.

Strategies

*1.5.1: Ensure there is an effective emergency preparedness and response for major incidents and disasters for the City of Scottsdale.

*1.5.2: The city engages its partners and stakeholders from federal, state, local, and tribal governments, as well as the private sector and academia to identify needs, share information, promote best practices, and foster inter-connected systems that reinforce rather than duplicate efforts.

*1.5.3: Recruit, train, and develop our workforce in emergency management development.

*1.5.4: There is Homeland Security and defense pre-planning management in the City of Scottsdale to facilitate seamless transition from event to incident within the All-Hazard National Incident Management System structure.

**These strategies are aligned with a separate, but integrated, emergency management strategic plan. The Emergency Management strategies are listed as informational only in this document and are further clarified in the City of Scottsdale Emergency Management Strategic Plan.*

STRATEGIC GOAL 2: HUMAN RESOURCE MANAGEMENT

Human Resource Management is defined as the activities that help develop and strengthen the capacity and capability of our members to provide programs and services to our community. A key element is to understand and embrace diversity. This includes understanding diversity within our community and the workforce. When diversity is embraced, we can seek additional ways to meet the needs of our community, work with those within our organization in a professional and respectful manner, and be more innovative and creative.

The Fire Department needs to deploy staffing necessary to provide fire suppression, advanced medical life support, hazardous materials response, technical rescue capabilities, and aircraft rescue response. In addition, appropriate professional staff is needed to support key administrative functions. Programs providing standardized emergency response, professional development, and wellness training must also be institutionalized to support our community-based mission. Past and current efforts have established a solid foundation for providing fire protection, emergency medical services, fire prevention, and public education activities to the City of Scottsdale with a strong focus on our customers.

Future professional development and readiness initiatives will build on these concepts. A workforce of well-rounded employees with a strong work ethic must be in place to ensure efficient and effective administrative and support functions. The Fire Department will use its Standards of Coverage (SOC) document, International Accreditation Self-Assessment, and the development of professional standards, to improve our staffing model and addresses the current and long-term needs of our organization to meet community expectations.

STRATEGIC OBJECTIVE 2.1: HUMAN RESOURCE PREPAREDNESS

Effectively prepare and leverage a diverse workforce that is properly trained to provide a high-level of customer service to the community. Provide resources dedicated to promoting and measuring safety, health, and fitness of current and potential employees.

Strategies

2.1.1: Implement quarterly fire training meetings to coordinate delivery of on-duty battalion training for firefighters. (Year 1/NF)

2.1.2: Implement a fire training plan and master calendar to ensure training and certification requirements are met, such as Insurance Services Organization (ISO), State of Arizona, and other adopted standards. (Year 1/ER)

2.1.3: Implement the practice of adopting national training standards as the basis for all internal Fire Department training and certification programs. (Year 1/ER)

2.1.4: Evaluate level of self-sufficiency desired in training, certification, and training programs such as internal experts/instructors, paramedic training, and SORT training certification. (Year 2/ER)

STRATEGIC OBJECTIVE 2.2: HUMAN RESOURCE DEPLOYMENT

Ensure a well-trained workforce is utilized and deployed to meet the response time and performance objectives established in organizational planning documents such as the Standards of Coverage (SOC) document.

Strategies

2.2.1: Refine emergency medical services quality assurance program findings to improve patient outcomes and identify employee training or equipment needs. (Year 1/ER)

2.2.2: Update SOC emergency services operational staffing and deployment plan to ensure sustainability, effectiveness, and proper deployment. (Year 1/ER)

2.2.3: Develop a quality management program to be able to review the fire department's emergency services delivery. (Year 3/ER)

STRATEGIC GOAL 3: PHYSICAL RESOURCE MANAGEMENT

To fully support the programs and functions of the Fire Department, the physical resources necessary to function on a daily basis must be evaluated regularly. The department must be equipped to respond to more than 22,000 emergency calls for service annually and perform a variety of non-emergency services. In addition, the implementation of new technology and the procurement of new apparatus and equipment apparatus requires careful planning and oversight.

Scottsdale currently has 14 fire stations. Construction is underway for a new fire station, Cactus Acres Fire Station #8 located at Cactus Road/96th Street, and a replacement fire station, Eldorado Fire Station #1 located on Miller Road, north of McDowell Road. The completion of the Eldorado Park Fire Station will result in the relocation of the existing station at Miller and Thomas Roads and is intended to improve emergency response times in the density populated, and very active, southern part of the community.

Presently, there are 12 fire engines, 4 ladder trucks, and 29 light-duty vehicles that provide front-line emergency response and support. The majority of the fire stations currently occupied were designed and built to house two pieces of equipment and four firefighters, 24 hours a day. This configuration limits expansion for future deployment of resources and the storage of specialty or reserve apparatus. Based on these conditions, careful evaluation is needed to ensure our deployment strategies are effective and efficient.

New station locations have been determined by the SOC process and its analysis of fire station locations as well as deployment of our emergency response staff. The department currently has two temporary fire stations in need of replacement to effectively support established service level objectives and the full delivery of department programs in their districts. New facilities will have features such as community/training rooms, physical fitness areas and equipment decontamination areas.

A key physical resource for the Fire Department and the City of Scottsdale is the Regional Wireless Cooperative (RWC) radio system. This is a joint project with the City of Phoenix and 22 other regional partners. The long-term goal for the City of Scottsdale will be to have police, fire, and other municipal users on the same radio system. This will allow for seamless interoperability between Scottsdale Fire and other city departments, along with our fire automatic aid partners. This project will require the fire department to plan for budget changes, purchase equipment, install new radio equipment and train users to be fully operational.

STRATEGIC OBJECTIVE 3.1: APPARATUS & VEHICLES

Maintain a reliable number of vehicles and apparatus to support operations and programs on a daily basis. Ensure there is a plan for acquisition, deployment, and retirement of all apparatus and vehicles.

Strategies

3.1.1: Revise the apparatus preventative maintenance plan in conjunction with city Fleet Management to ensure a 92-percent in-service level for all emergency response units. (Year 1/OP)

3.1.2: Create an internal feedback process to identify and rectify fleet issues in real time. (Year 1/OP)

3.1.3: Develop a fire apparatus purchasing and rotation plan that supports SOC objectives and provides an appropriate compliment of training and reserve units. (Year 2/OP)

STRATEGIC OBJECTIVE 3.2: EQUIPMENT

Plans are in place for the acquisition of equipment, maintenance of current equipment, and scheduled replacement to ensure operational readiness and to meet established safety standards.

Strategies

3.2.1: Review the fire equipment maintenance and replacement plan to ensure there is a budget replacement strategy in place. (Year 1/OP)

3.2.2: Review the department's radio communications and infrastructure to ensure a smooth transition to the 800 MHz radio system. (Year 1/CIP)

STRATEGIC OBJECTIVE 3.3: BUILDINGS AND FACILITIES

An appropriate number of facilities are in place and/or planned to support operational and program needs. This includes appropriate maintenance and updating of older facilities to ensure they meet organizational needs and expectations.

Strategies

3.3.1: Create a 5-year capital improvement project (CIP) and/or master plan inclusive of fire station operational needs, required training facility upgrades, and Fire Department headquarters requirements. (Year 1/CIP)

STRATEGIC GOAL 4: ADMINISTRATIVE SUPPORT

Administrative Support encompasses an essential set of functions that help ensure the department can provide its core services and key programs. This includes establishing and putting into place processes that ensure fire stations, administrative facilities, and personnel are properly equipped, and have the resources needed to function efficiently and safely. Key policies are also in place and updated regularly to guide personnel in supplying quality and consistent fire services.

The department's current budget provides the necessary funding to support staffing, apparatus, equipment, and personnel services for the Fire Department headquarters and 14 fire stations throughout the City of Scottsdale. The payroll system provides accurate and timely compensation for 265 Fire Department employees.

Administrative Support efforts will build on successful and established systems that solidify administrative process and ensure cost-effective services. In addition, a positive workplace environment with an emphasis on workplace safety, commitment to proper staffing, and a clear communication plan, will help increase efficiency and overall employee satisfaction. A key benchmark in establishing performance objectives will be the international accreditation self-assessment process, to be completed during the life of this strategic plan.

STRATEGIC OBJECTIVE 4.1: FISCAL RESOURCES

Establishing a clear, concise and organized plan to fund and administer current and future fire service ensures operational efficiency.

Strategies

4.1.1: Refine the Fire Department's grant application and administration process. (Year 1/ER)

4.1.2: Refine the budget tracking system to monitor the Fire Department spending plan. (Year 1/ER)

STRATEGIC OBJECTIVE 4.2: QUALITY WORK ENVIRONMENT

Keep an efficient workplace for employees by providing appropriate resources and infrastructure to increase efficiency and assist in employee satisfaction.

Strategies

4.2.1: Conduct an assessment of the organizational structure/staffing and its ability to support the programs and services provided by the department. Research alternative organizational structures (as indicated and appropriate) and recommend a course of action including costs and an implementation strategy. (Year 2/ER)

4.2.2: Create customer-driven education and informational packets specific to safety issues occurring in each fire station's first-due response area. (Year 2/ER)

STRATEGIC OBJECTIVE 4.3: INTERNAL COMMUNICATIONS

Create a strong, proactive communication system that ensures the accurate flow of information to appropriate staff or stakeholders.

Strategies

4.3.1: Revise the internal communication plan and ensure its effectiveness. (Year 1/ER)

4.3.2: Improve how we communicate department and individual successes. (Year 1/ER)

4.3.3: Provide opportunities for all Fire Department members to be involved in the planning of organizational activities and processes. (Year 2/ER)

STRATEGIC OBJECTIVE 4.4: INTERNATIONAL ACCREDITATION

The accreditation self-assessment process will assist the Fire Department in benchmarking services against other fire service organizations by identifying common measurable performance objectives.

Strategies

4.4.1: Implement an action plan for the Scottsdale Fire Department to be internationally accredited, including an Accreditation Team. (Year 1/ER)

4.4.2: Complete the Fire and EMS self-assessment process as outlined by the Commission on Fire Accreditation International. (Year 2/NF)

STRATEGIC GOAL 5: COLLABORATION

Working collaboratively within the Fire Department and with other city departments will result in greater efficiencies, a better understanding of needs and desired outcomes, and positive working relationships. Teams and workgroups that work collaboratively are able to accomplish more, share their experiences, and provide expertise. In addition, collaborative environments can lead to more effective teams and allow consensus within a workgroup. This is especially true where there are competing interests. By collaborating, a synergy can be developed from everyone in the group and result in honest interactions.

If the collaborative process is not clear or followed, it can lead to organizational frustration. This is why the collaborative process should be well-defined and communicated. This includes defining the roles for everyone in the organization and the expectations from our employees. One of the first steps to ensure a clear set of rules is to develop a collaborative mission and “brand” the collaboration process where it is easily recognizable in all that we do. Key players in the collaborative process need to be identified and supported with training along with administrative and labor support.

As an organization, we expect collaboration. It's everyone's responsibility, not just senior management, and we are all equal players in the process.

STRATEGIC OBJECTIVE 5.1: ORGANIZATIONAL COLLABORATION

Each member of the organization is responsible for collaborating with each other. By ensuring everyone participates, the department can achieve quality outcomes. The labor/management process is a key element in how the department collaborates because it allows for a process where all levels of employees can ensure their voice is heard. In addition, team leaders and supervisors should adopt collaboration as a way of life in accomplishing what is done today and tomorrow. If the department ensures everyone has a chance to participate in the planning process, it can positively impact morale. A key strategic goal for the Fire Department is to develop an inclusive organization with collaboration being the key component.

Strategies

5.1.1: Develop a collaborative mission statement that declares our commitment to ensuring collaboration. (Year 1/ER)

5.1.2: Develop a clear collaborative process by defining the roles and expectations of the members of the Fire Department. (Year 1/ER)

5.1.3: Develop a communication plan for collaborative initiatives in the organization. (Year 1/ER)

FISCAL YEAR 2010/11 IMPLEMENTATION STRATEGIES

STRATEGIC OBJECTIVE 1.1: PUBLIC EDUCATION

Strategy 1.1.1: Assess the Fire Department's public education safety initiatives.

Description	Identify and review all Fire Department public education initiatives and determine organizational benchmarks to ensure safety initiatives meet department needs.
Measure of success	Public education key output measures are identified and reviewed on an annual basis.
Strategy leader	Tiffani Nichols/Sasha Weller

Strategy 1.1.2: Evaluate the all-risk educational program for public schools within Scottsdale's city limits.

Description	Determine if the current all-risk education programs meet department and school systems needs as it relates to injury prevention.
Measure of success	The Fire Department and school system have a mutually agreed upon document outlining programs and activities in the schools.
Strategy leader	Lori Schmidt/Sasha Weller

STRATEGIC OBJECTIVE 1.2: PROACTIVE COMMUNITY PROTECTION

Strategy 1.2.1: Develop cooperative initiatives for fire code enforcement and risk reduction methodologies.

Description	Establish a process for open communication between stakeholders to ensure fire code enforcement and risk reduction programs are being delivered effectively.
Measure of success	Establish regular joint-meeting and training opportunities to improve communication and skill levels between appropriate stakeholders.
Strategy leader	Jim Ford

Strategy 1.2.2: Collaborate with fire operations, city code enforcement, community development, stakeholders and the Preserve Commission to reduce risk in the community.

Description	Collaborate with internal city resources and departments to identify and implement specific risk-reduction initiatives that allow the coordination of resources to produce positive outcomes.
Measure of success	Completion of a city risk reduction document(s) with the intention of identifying programs and the expected outcomes.
Strategy leader	Jim Ford

Strategy 1.2.3: Establish an effective program to document community fire loss experiences by working closely with fire operations to improve the ability to address fire cause and origin activities.

Description	Create a training program and quality control process to ensure accurate documentation in the FireRECORDS database.
Measure of success	Records are accurate with minimal requests for additional information from staff entering information; making benchmark reports available in real-time.
Strategy leader	Mark Zimmerman

Strategy 1.2.4: Implement a fire inspection program that ensures all commercial business occupancies receive regular fire safety inspections.

Description	Ensure the fire inspection program provides clear delineation of responsibilities between field operations and fire & life safety resources for the safety inspection of commercial businesses within the City of Scottsdale.
Measure of success	The fire inspection program provides a list of target versus engine company inspection responsibilities, annual refresher training is conducted for operations crews, and a review of completed inspections and workloads is conducted annually.
Strategy leader	Jim Ford

Strategy 1.2.5: Develop a wild land interface strategy to protect our preserve, open spaces, and wild land urban interface areas.

Description	There is a wild land fire strategy to public education, inspection processes, and emergency response due to the fact that a significant part of Scottsdale is either Preserve or has areas of wild land/urban interface.
Measure of success	Annual updates are made to local and regional plans that identify educational components, fuel management, and resource management opportunities based on current conditions.
Strategy leader	Dan Bunce/Al DiBenedetto

Strategy 1.2.6: Evaluate and develop an updated fire code and/or ordinance amendments for approval.

Description	Every three years, national code documents are updated and available for adoption. These updates are to be evaluated with the Building and Planning departments. Any proposed updates would then be submitted to the City Council for adoption as amendments or as a new ordinance.
Measure of success	Based on the current evaluation of the 2009 editions provide proposed amendments and/or ordinance changes for adoption by the City Council.
Strategy leader	Jim Ford

STRATEGIC OBJECTIVE 1.3: CUSTOMER INTERACTION

Strategy 1.3.1: Redesign and provide improved customer access to the Fire Department website with useful information.

Description	Provide a user-friendly website that contains community public education materials and any necessary information to conduct business with the Fire Department.
Measure of success	Completion of an updated Fire Department internet website.
Strategy leader	Tiffani Nichols/Sasha Weller

STRATEGIC OBJECTIVE 1.4: CUSTOMER SERVICE

Strategy 1.4.1: Implement a customer survey program to measures the effectiveness of department programs and service delivery.

Description	Determine the customer surveys that are to be used by the Fire Department and ensure they are distributed, collected and evaluated.
Measure of success	There is a plan for distribution of department customer surveys and the information is used by Fire Department staff to improve its effectiveness.
Strategy leader	Tiffani Nichols/Sasha Weller

STRATEGIC OBJECTIVE 2.1: HUMAN RESOURCE PREPAREDNESS

Strategy 2.1.1: Implement quarterly fire training meetings to coordinate delivery of on-duty battalion training for firefighters.

Description	Develop an on-duty, out-of-service, battalion training model to ensure the Fire Department is able to meet training needs.
Measure of success	A training model is developed, approved and implemented by the department.
Strategy leader	Eric Valliere/Brian Read

Strategy 2.1.2: Implement a fire training plan and master calendar to ensure training and certification requirements are met, such as Insurance Services Organization (ISO), State of Arizona, and other adopted standards.

Description	Identify and document training and certification requirements for all Fire Department staff to ensure we have a skilled and competent workforce
Measure of success	The Fire Department's training calendar is established prior to the beginning of each fiscal year ensuring all required training is identified and scheduled.
Strategy leader	Eric Valliere/Brian Read

Strategy 2.1.3: Implement the practice of adopting national training standards as the basis for all internal Fire Department training and certification programs.

Description	As the department moves forward with the accreditation process, it is prudent to ensure all training standards are based on recognized curriculums and programs.
Measure of success	Fire Department training and certification programs have their basis in appropriate local, state, or national standards, and documented as such.
Strategy leader	Eric Valliere/ Brian Read

STRATEGIC OBJECTIVE 2.2: HUMAN RESOURCE DEPLOYMENT

Strategy 2.2.1: Refine emergency medical services quality assurance program findings to improve patient outcomes and identify employee training or equipment needs.

Description	Institute a quality assurance (QA) program that utilizes the electronic patient care reporting system and peer-review to identify trends, modalities and other medical indicators that outline areas for EMS QA remedial, current/ongoing training, and equipment upgrades.
Measure of success	Transition from a paper-based, peer-review-only QA system to electronic-based QA system that allows for real-time identification of EMS skill deficiencies and negative patient outcomes.
Strategy leader	Jay Ducote/Andy McDonald

Strategy 2.2.2: Update SOC emergency services operational staffing and deployment plan to ensure sustainability, effectiveness, and proper deployment.

Description	Review and revise operational resource deployment including location of apparatus and crews. Develop a prioritized gap analysis for human and physical resources to support self-sufficiency of Scottsdale fire, rescue, and emergency medical responses, as well as field-based community preparedness efforts. Develop a list of staffing options that may assist with maintaining operational sustainability to be included in a staffing white paper.
Measure of success	There is an updated SOC inclusive of the updated emergency services operational staffing and deployment plan.
Strategy leader	Garret Olson/Sasha Weller

STRATEGIC OBJECTIVE 3.1: APPARATUS & VEHICLES

Strategy 3.1.1: Revise the apparatus preventative maintenance plan in conjunction with city Fleet Management to ensure a 92-percent in-service level for all emergency response units.

Description	Use the work order tracking database to determine the in-service level for each apparatus and ensure the preventative maintenance schedule is met in accordance to the Service Level Agreement between Fleet and Fire departments.
Measure of success	All apparatus meet the 92% in-service benchmark.
Strategy leader	Dan Bunce/Al DiBenedetto

Strategy 3.1.2: Create an internal feedback process to identify and rectify fleet issues in real-time.

Description	Create a survey tool for feedback from field crews regarding fleet issues based on apparatus concerns and preventative maintenance work completed by Fleet.
Measure of success	There is currently an easy to use survey instrument where issues can be expressed and tracked in a database for data and trend analysis.
Strategy leader	Dan Bunce/Al DiBenedetto

STRATEGIC OBJECTIVE 3.2: EQUIPMENT

Strategy 3.2.1: Review the fire equipment maintenance and replacement plan to ensure there is a budget replacement strategy in place.

Description	Develop a 5-year plan for the maintenance and replacement of small equipment along with a budget plan for equipment replacement.
Measure of success	A Fire Equipment 5-year Plan is developed and implemented.
Strategy leader	Dan Bunce/Al DiBenedetto

Strategy 3.2.2: Review the department's radio communications and infrastructure to ensure a smooth transition to the 800 MHz radio system.

Description	Work with Information Services Department to ensure appropriate funds are budgeted for the infrastructure necessary for Scottsdale Fire to operate on the Regional Wireless Consortium (RWC).
Measure of success	Communications infrastructure is built and operational with our automatic aid partners.
Strategy leader	Rich Upham

STRATEGIC OBJECTIVE 3.3: BUILDINGS AND FACILITIES

Strategy 3.3.1: Create a 5-year capital improvement project (CIP) and/or master plan inclusive of fire station operational needs, required training facility upgrades, and Fire Department headquarters requirements.

Description	Develop a Building and Facilities 5-year CIP Plan to address operational issues in our current and/or future facilities.
Measure of success	A Building and Facilities 5-Year CIP Plan is developed and updated annually in the city's system through a collaborative process with all department stakeholders.
Strategy leader	Rich Upham

STRATEGIC OBJECTIVE 4.1: FISCAL RESOURCES

Strategy 4.1.1: Refine the Fire Department's grant application and administration process.

Description	Determine the minimum coordination requirements for each grant request and develop a process for department approval prior to grant applications being submitted to the Accounting and Tax Audit Director. As grant opportunities become available, and various divisions are completing applications, this process is necessary to ensure the department captures and maintains adequate information on all grant submissions.
Measure of success	Completion of a new department administrative guideline along with a new database that captures all department grant submissions.
Strategy leader	Teresa Martin/Aren Hansen

Strategy 4.1.2: Refine the budget tracking system to monitor the fire department spending plan.

Description	Using the tools developed by the Fire Department, evaluate the monthly financial reports from Finance and determine if the tools are an effective and efficient for department personnel to manage their budgets. This evaluation is needed based on the tight economic situation we are facing over the next few years.
Measure of success	There are tools and reports that allow staff members to develop budgets and project expenditures with minimal transfers and shortfalls.
Strategy leader	Teresa Martin

STRATEGIC OBJECTIVE 4.3: INTERNAL COMMUNICATIONS

Strategy 4.3.1: Revise the internal communication plan and ensure its effectiveness.

Description	Review, research and create an internal communication plan based on identified communication issues within the Fire Department.
Measure of success	A plan has been created, distributed and is being used as described.
Strategy leader	Bob DeLeon/John Whitney

Strategy 4.3.2: Improve how we communicate department and individual successes.

Description	Identify organizational methods to promote individual and team success through awards, ceremonies and real-time acknowledgments.
Measure of success	The department has identified and implemented the methods to ensure we are communicating our success.
Strategy leader	Ryan Freeburg/Brian Read

STRATEGIC OBJECTIVE 4.4: INTERNATIONAL ACCREDITATION

Strategy 4.4.1: Implement an action plan for the Scottsdale Fire Department to be internationally accredited, including an accreditation team.

Description	Review, research, and interview experts in the field of accreditation to establish a detailed action plan for becoming internationally accredited.
Measure of success	There is an action plan in place that identifies milestones, budget, marketing, and timelines for accreditation.
Strategy leader	Bob DeLeon/John Whitney

STRATEGIC OBJECTIVE 5.1: ORGANIZATIONAL COLLABORATION

Strategy 5.1.1: Develop a collaborative mission statement that declares our commitment to ensuring collaboration.

Description	The purpose is to have a statement that embodies the department's value of having an inclusive environment and making collaboration a priority in all department activities.
Measure of success	A mission statement for the collaborative initiative is developed and adopted by the Fire Department.
Strategy leader	Bob DeLeon/John Whitney/Steve Randall

Strategy 5.1.2: Develop a clear collaborative process by defining the roles and expectations of the members of the fire department.

Description	Develop a leadership initiative that shapes and institutionalizes the roles and expectations of staff, supervisors and the leaders of the organization.
Measure of success	The “collaborative process” is developed and shared with the organization by the Labor/Management Correlating Committee.
Strategy leader	Bob DeLeon/John Whitney/Steve Randall

Strategy 5.1.3: Develop a communication plan for collaborative initiatives in the organization.

Description	Identify key collaborative initiatives in the organization that will be shared with staff on a regular basis.
Measure of success	The Correlating Team provides timely and regular updates to collaborative efforts.
Strategy leader	Bob DeLeon/John Whitney/Steve Randall

IMPLEMENTATION AND EVALUATION PROCEDURES

SPONSORSHIP & ACCOUNTABILITY

The Scottsdale Fire Department and its members are committed to the successful implementation of this Strategic Plan. The Fire Chief, Senior Management and the Labor/Management Correlating Team take personal responsibility for the strategic plan objectives by working closely together within our labor/management and teams processes. Accountability is only possible when each person takes on the responsibility to work closely with their peers and ensures the collaborative process is closely adhered to. Based on this approach, we can agree to a tracking and measurement process to our strategic plan.

STRATEGIC PLAN REVIEW, TRACKING & MEASUREMENT

We will use the following methods to monitor our progress:

- The Labor/Management Correlating Team will be responsible for facilitating the monitoring and reporting process,
- Recognized reports and performance measures will be used whenever possible, and
- Strategic Goal Leaders and Sponsors will review monitoring reports together on a regular basis.

The department's Strategic Plan will be reviewed monthly by the Strategy Leaders. An internal tracking tool will be used to capture detailed information on each strategy including current status, key accomplishments, percent complete, timelines, history of extensions, and any issues that need to be addressed. The "BaseCamp" software program will be used for tracking and reporting. The Correlating Team will review Strategic Plan progress monthly. These status updates will also serve as an opportunity to recognize accomplishments and discuss of any pending issues or timeline concerns. In addition to the monthly update process, the tracking tool will generate quarterly progress reports that highlight key accomplishments during each quarter. These reports will be reviewed by the Correlating Team, at quarterly management meetings, other staff meetings, and published in the "FireLine" newsletter.

ANNUAL REVIEW & UPDATE OF THE 5-YEAR PLAN

The Strategic Plan is to be reviewed and updated on an annual basis, prior to the city's yearly budget review cycle. The department's overall objectives and strategies shall be assessed and, if necessary, reprioritized based on operating expenses, service indicators, response statistics, or special initiatives.

A revised 5-Year Plan will be created each fiscal year based upon the outcome of the department's annual review. This process ensures reliability of the Strategic Plan as a tool that can be used for annual operating budget development, capital improvement project (CIP) development, and equipment and personnel planning.

COMMUNICATING THE PLAN

The Strategic Plan and associated documents will be communicated at all levels of the organization. This includes the updated Strategic Plan and any progress reports. The plan will be available online and as a printed document for all staff.

FIVE-YEAR STRATGIC PLANNING CALENDAR

	FY1	FY2	FY3	FY4	FY5
STRATEGIC GOAL 1: COMMUNITY INVOLVEMENT & RISK REDUCTION					
STRATEGIC OBJECTIVE 1.1: PUBLIC EDUCATION					
1.1.1: Assess the Fire Department's public education safety initiatives.	X				
1.1.2: Evaluate the all-risk educational program for public schools within Scottsdale city limits.	X				
STRATEGIC OBJECTIVE 1.2: PROACTIVE COMMUNITY PROTECTION					
1.2.1: Develop cooperative initiatives for fire code enforcement and risk reduction methodologies.	X				
1.2.2: Collaborate with fire operations, city code enforcement, community development and the Preserve Commission to reduce risk in the community.	X				
1.2.3: Establish an effective program to document community fire loss experiences by working closely with fire operations to improve the ability to address fire cause and origin activities.	X				
1.2.4: Implement a fire inspection program that ensures all commercial business occupancies receive regular fire safety inspections.	X				
1.2.5: Develop a wild land interface strategy to protect our preserve, open spaces and wild land urban interface areas.	X				
1.2.6: Evaluate and develop an updated fire code and/or ordinance amendments for approval.	X				
STRATEGIC OBJECTIVE 1.3: CUSTOMER INTERACTION					
1.3.1: Redesign and provide improved customer access to the Fire Department website with useful information.	X				
STRATEGIC OBJECTIVE 1.4: CUSTOMER SERVICE					
1.4.1: Implement a customer survey program to measure the effectiveness of department programs and service delivery.	X				
1.4.2: Improve on methods to deliver external customer services provided by the Fire Department.		X			
1.4.3: Implement a plan to assess the community's needs and expectations of fire service, emergency medical and related programs and services.		X			
STRATEGIC GOAL 2: HUMAN RESOURCE MANAGEMENT					
STRATEGIC OBJECTIVE 2.1: HUMAN RESOURCE PREPAREDNESS					
2.1.1: Implement quarterly fire training meetings to coordinate delivery of on-duty battalion training for firefighters.	X				
2.1.2: Implement a fire training plan and master calendar to ensure training and certification requirements are met, such as Insurance Services Organization (ISO), State of Arizona, and other adopted standards.	X				

	FY1	FY2	FY3	FY4	FY5
2.1.3: Implement the practice of adopting national training standards as the basis for all internal Fire Department training and certification programs.	X				
2.1.4: Evaluate level of self-sufficiency desired in training, certification, and training programs such as internal experts/instructors, paramedic training, and SORT training certification.		X			
STRATEGIC OBJECTIVE 2.2: HUMAN RESOURCE DEPLOYMENT					
2.2.1: Refine emergency medical services quality assurance program findings to improve patient outcomes and identify needed employee training or equipment needs.	X				
2.2.2: Update SOC emergency services operational staffing and deployment plan to ensure sustainability, effectiveness, and proper deployment.	X				
2.2.3: Develop a quality management program to be able to review the fire department's emergency services delivery.			X		
STRATEGIC GOAL 3: PHYSICAL RESOURCE MANAGEMENT					
STRATEGIC OBJECTIVE 3.1: APPARATUS & VEHICLES					
3.1.1: Revise the apparatus preventative maintenance plan in conjunction with city Fleet Management to ensure a 92-percent in-service level for all emergency response units.	X				
3.1.2: Create an internal feedback process to identify and rectify fleet issues in real-time.	X				
3.1.3: Develop a fire apparatus purchasing and rotation plan that supports SOC objectives and provides an appropriate compliment of training and reserve units.		X			
STRATEGIC OBJECTIVE 3.2: EQUIPMENT					
3.2.1: Review the fire equipment maintenance and replacement plan to ensure there is a budget replacement strategy in place.	X				
3.2.2: Review the department's radio communications and infrastructure to ensure a smooth transition to the 800 MHz radio system.	X				
STRATEGIC OBJECTIVE 3.3: BUILDINGS AND FACILITIES					
3.3.1: Create a 5-year capital improvement project (CIP) and/or master plan inclusive of fire stations operational needs, required training facility upgrades and Fire Department headquarter requirements.	X				
STRATEGIC GOAL 4: ADMINISTRATIVE SUPPORT					
STRATEGIC OBJECTIVE 4.1: FISCAL RESOURCES					
4.1.1: Refine the Fire Department's grant application and administration process.	X				
4.1.2: Refine the budget tracking system to monitor the Fire Department spending plan.	X				

STRATEGIC OBJECTIVE 4.2: QUALITY WORK ENVIRONMENT					
	FY1	FY2	FY3	FY4	FY5
4.2.1: Conduct an assessment of the organizational structure/staffing and its ability to support the programs and services provided by the department. Research alternative organizational structures (as indicated and appropriate) and recommend a course of action including costs and an implementation strategy.		X			
4.2.2: Create customer-driven education and informational packets specific to safety issues occurring in each fire station's first due response area.		X			
STRATEGIC OBJECTIVE 4.3: INTERNAL COMMUNICATIONS					
4.3.1: Revise the internal communication plan and ensure its effectiveness.	X				
4.3.2: Improve how we communicate department and individual successes.	X				
4.3.3: Provide opportunities for all fire department members to be involved in the planning of organizational activities and processes.		X			
STRATEGIC OBJECTIVE 4.4: INTERNATIONAL ACCREDITATION					
4.4.1: Implement an action plan for the Scottsdale Fire Department to be internationally accredited, including an Accreditation Team.	X				
4.4.2: Complete the Fire and EMS self-assessment process as outlined by the Commission on Fire Accreditation International.		X			
STRATEGIC GOAL 5: COLLABORATION					
STRATEGIC OBJECTIVE 5.1: ORGANIZATIONAL COLLABORATION					
Strategy 5.1.1: Develop a collaborative mission statement that declares our commitment to ensuring collaboration.	X				
Strategy 5.1.2: Develop a clear collaborative process by defining the roles and expectations of the members of the Fire Department.	X				
Strategy 5.1.3: Develop a communication plan for collaborative initiatives in the organization.	X				